

EYES ONLY

1 August 1956

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Dear Monroe:

When [REDACTED] paid you a visit at [REDACTED] some two weeks ago one of the matters he discussed with you was the duties of your Executive Officer and the type and grade of man who should be assigned to that position as a replacement for [REDACTED]. After he returned he sent you a message asking if [REDACTED] would be acceptable and you replied indicating that he would not and stating your preference for someone of lower grade. I am writing you about this matter because I wish to discuss it both informally and very privately.

After Harold had returned we received your cable about [REDACTED]. He and I discussed at some length our conception of the nature of the job. We also, in order to bring a fresh point of view to bear on it, talked over with [REDACTED] the manner in which he plans to use his Executive Officer. It turned out that all three of us have precisely the same view of what such an individual's duties ought to be.

I will try to describe the content of the job as we see it under three headings:

First, the Executive Officer should be the senior KUBARK officer in your Detachment. As such, he should inform you on KUBARK policies and be your senior advisor on policy matters that for any reason fall peculiarly within the area of KUBARK. He should have an experience that goes well beyond administration so that he can be to a considerable extent your expert on the practices and doctrine of the clandestine service.

Second, he should be an individual of sufficient breadth of view and experience to take off of your shoulders much of the burden of contacts with the local KUBARK unit and local government authorities. In this connection (as well as in connection with his first set of duties) he might well function as your specialist on cover arrangements and he might well be responsible for press releases and public announcements involving the Detachment in any way.

Third, he should be for many matters, though perhaps not for all, a Chief of Staff. As such, it should be understood that he is not in the line of command but rather acts in a staff capacity as your assistant. His duties

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should be the usual ones of a staff assistant, that is to make sure that matters are properly staffed out and coordinated when they are brought up to you for decision and that your decisions are properly communicated and complied with.

25X1A I am well aware that the foregoing sounds like a discussion of a very major job indeed and I do not mean to exaggerate its importance. Obviously, the job in any Detachment will be very largely what the Commander wants it to be. And I emphasize again that a staff assistant even with these important duties would not wield authority in his own right and has no business insisting that he be included in every meeting you have or that he have his finger in all the business you transact. Nevertheless, it was of interest to me that [REDACTED] volunteered his intention to use his Executive Officer (who is of course a KUBARK civilian) as a chief of staff and to make sure that he was generally informed about all activities of the Detachment. I doubt whether [REDACTED] Executive Officer will have much to do with operations but he will be informed about what is happening so he can concern himself with business that cuts across operations, supply and administration.

25X1A I now come to a rather delicate point. I realize that you may have your doubts about the wisdom of having an Executive Officer of the stature implied by the above description of his job and I am well aware that your present arrangement has not worked well. I wonder, however, if the reason is not very largely one of personalities. The man that you have in this position may well have had by reason both of his age, his previous rank in both military and civilian positions, and in part as a result of misunderstanding, an exaggerated notion of the position. A good Executive Officer should not regard himself as a deputy; he should be willing to work unobtrusively and he should be careful never to stand between the Commander and the senior line officers. He should try to be a helpful assistant not a senior policy maker in his own right. I am not sure the situation that has existed has been satisfactory in these respects. This does not necessarily mean, however, that the concept of the position which I have sketched above is unworkable.

On the basis of this long discussion let me now point out certain practical conclusions about the kind of Executive Officer you need. First, if he is to occupy a position at all close to that I have suggested he ought to be the equivalent in rank of a Lt. Colonel or at least a Major. In terms

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of civilian grades I believe a GS-13 is the lowest that will be acceptable. Second, his experience in KUBARK should be broader and much less heavily weighted upon the administrative side than that of the previous incumbent. You have a good Administrative Officer and nothing is gained by giving you an Executive Officer who becomes in fact merely an unneeded senior Administrative Officer. By temperament the man we find for you should be flexible and ready to adapt himself and his notion of his job to your wishes. I cannot promise you that we will find the ideal candidate immediately but we are going to start looking actively for someone you will meet these requirements.

If, when you have read this letter and considered this matter further, you disagree strongly with the views herein set forth, please don't hesitate to say so. Neither Harold nor I wishes to impose upon you an arrangement you do not desire. I believe, however, that if we can find you a really good man he can be of tremendous help to you especially since you will probably be moving before too long to another country and will have all the problems of getting established and of starting operations to deal with again.

I must apologize for the length of a letter on one rather narrow piece of business. I have subjected you to this full discussion as the closest equivalent to a face-to-face conversation. I need not remind you of the sensitivity of a communication that refers to personalities and I hope you will either destroy the major part of it (you might find the one paragraph discussion of the position useful to keep) or keep it on an "Eyes Only" basis.

In the meanwhile my best personal regards to you and your colleagues. I am as impatient and unhappy as you must be at the politically imposed delay to our activities and can only hope that it will not last indefinitely. We are doing our best in the battle of Washington but it is a discouraging business at best.

Yours,

25X1A

/s/



RMB:djm
1-Addressee